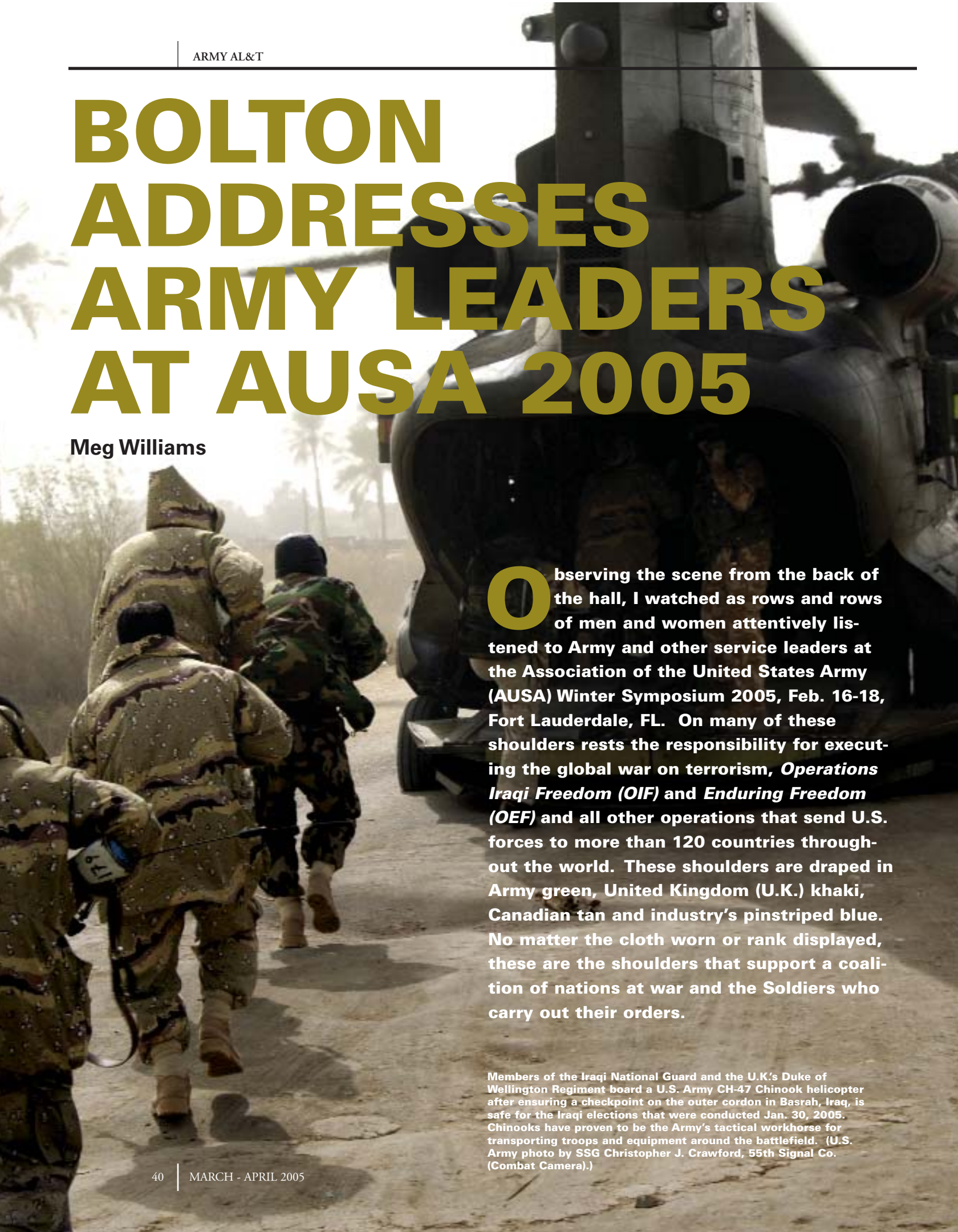
BOLTON ADDRESSES ARMY LEADERS AT AUSA 2005

Meg Williams



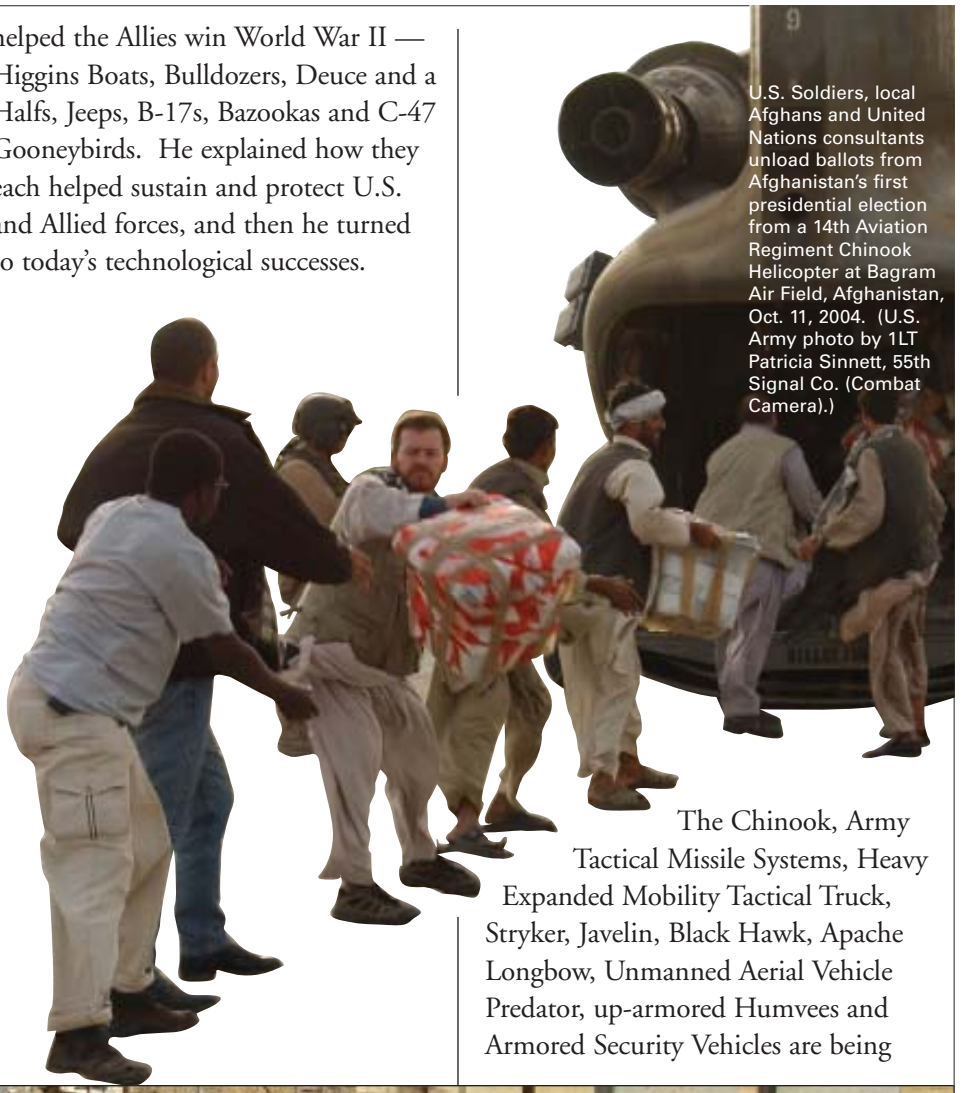
Observing the scene from the back of the hall, I watched as rows and rows of men and women attentively listened to Army and other service leaders at the Association of the United States Army (AUSA) Winter Symposium 2005, Feb. 16-18, Fort Lauderdale, FL. On many of these shoulders rests the responsibility for executing the global war on terrorism, *Operations Iraqi Freedom (OIF)* and *Enduring Freedom (OEF)* and all other operations that send U.S. forces to more than 120 countries throughout the world. These shoulders are draped in Army green, United Kingdom (U.K.) khaki, Canadian tan and industry's pinstriped blue. No matter the cloth worn or rank displayed, these are the shoulders that support a coalition of nations at war and the Soldiers who carry out their orders.

Members of the Iraqi National Guard and the U.K.'s Duke of Wellington Regiment board a U.S. Army CH-47 Chinook helicopter after ensuring a checkpoint on the outer cordon in Basrah, Iraq, is safe for the Iraqi elections that were conducted Jan. 30, 2005. Chinooks have proven to be the Army's tactical workhorse for transporting troops and equipment around the battlefield. (U.S. Army photo by SSG Christopher J. Crawford, 55th Signal Co. (Combat Camera).)

On the symposium's first day, dedicated to talks about science and technology enablers for a Joint and Expeditionary Army, Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT) Claude M. Bolton Jr., exhorted listeners to use the massive computing power between their ears to help Soldiers. He started his speech with his trademark piece of trivia, comparing the 4-pound human brain with its computational power of 10^{16} cycles per second using 15 watts of power to the 100,000-pound supercomputer, "BlueGene/L," used at Lawrence Livermore National Laboratory, University of California, Livermore, CA. BlueGene/L requires 2 megawatts to perform at a computational power of 10^{15} cycles per second. "Use your 15 watts wisely," advised Bolton, whose words were often quoted during the remainder of the symposium.

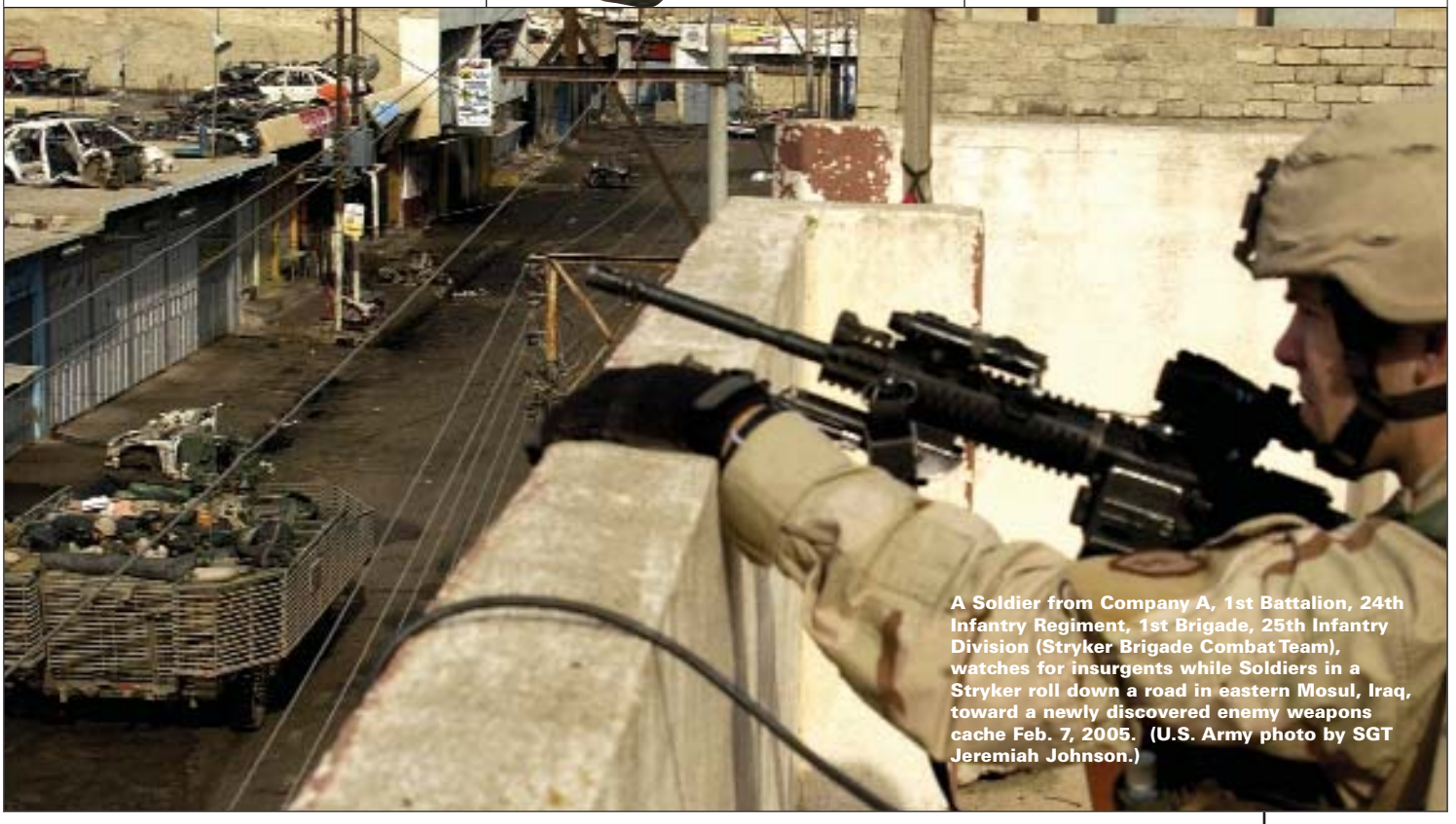
Technological Accomplishments

Bolton pointed out a litany of past technological accomplishments that helped the Allies win World War II — Higgins Boats, Bulldozers, Deuce and a Halfs, Jeeps, B-17s, Bazookas and C-47 Gooneybirds. He explained how they each helped sustain and protect U.S. and Allied forces, and then he turned to today's technological successes.



U.S. Soldiers, local Afghans and United Nations consultants unload ballots from Afghanistan's first presidential election from a 14th Aviation Regiment Chinook Helicopter at Bagram Air Field, Afghanistan, Oct. 11, 2004. (U.S. Army photo by 1LT Patricia Sinnett, 55th Signal Co. (Combat Camera).)

The Chinook, Army Tactical Missile Systems, Heavy Expanded Mobility Tactical Truck, Stryker, Javelin, Black Hawk, Apache Longbow, Unmanned Aerial Vehicle Predator, up-armored Humvees and Armored Security Vehicles are being



A Soldier from Company A, 1st Battalion, 24th Infantry Regiment, 1st Brigade, 25th Infantry Division (Stryker Brigade Combat Team), watches for insurgents while Soldiers in a Stryker roll down a road in eastern Mosul, Iraq, toward a newly discovered enemy weapons cache Feb. 7, 2005. (U.S. Army photo by SGT Jeremiah Johnson.)

used today and are tremendous success stories in their own rights. What's fascinating, Bolton said, is that the Stryker vehicle should have taken 10-15 years to produce. However, the vehicle and the brigade — the people — were put together in less than 4 years because of those 15 watts.

Bolton recently visited Fort Stewart, GA, speaking to the 3rd Infantry Division before they deployed back to Iraq for a second tour. He spoke to Soldiers who had been to Iraq for the first push. Three Soldiers in particular praised their new equipment, including new Advanced Combat Helmets, sights, elbow pads, knee pads and Interceptor Body Armor (IBA) vests — all examples of equipment made possible by Program Executive Office Soldier's Rapid Fielding Initiative.

> "People are central to everything we do," Bolton continued. "Institutions don't transform, people do. Platforms and organizations do not defend a nation, people do. Units do not train, they do not stand ready, they do not grow and develop leaders, they do not sacrifice and they do not take risk on behalf of a nation, people do."

"They were very pleased with what they had," Bolton said. "We're making sure that every Soldier has this equipment."

IBA vests have been an important part of force protection. Three years ago, Bolton told his audience, there was a Soldier at AUSA who had served in Afghanistan and been hit by an AK-47 above his heart twice. "I was able to talk to him, his wife and his children because the SAPI [small arms protective insert] plate that he was holding had saved his life," Bolton explained. "This vest has saved many lives. Someone thought about building that plate, producing that plate and giving that plate to the Soldier. They used their 15 watts worth of brain power to make that happen."

Bolton said he had spoken to the contractors responsible for building the SAPI plates and helping the Army surge production on the plates to provide force protection for the troops. "When we went into the war, we were producing 1,200 sets per month with about one and a half contractors," Bolton enumerated. "When the threat changed and the requirement went up, we asked industry for help. We went from 1,200 to 25,000 sets per month using 8 contractors, and we'll continue this pace until we have more than 840,000 sets of plates."

Keeping with the force protection theme, Bolton said that in October 2003, the Army considered its organic capabilities to produce up-armored Humvees. At that time, the Army was producing around 30 vehicles a month and the Army's entire inventory of up-armored Humvees was roughly 500 with half of those in the area of responsibility (AOR). Production

An Armored Security Vehicle assigned to the 527th Military Police Co. Geissen, Germany, maintains security in downtown Baghdad, May 19, 2003. (U.S. Army photo by SPC Daniel T. Dark, 55th Signal Co. (Combat Camera).)

Soldiers from the 2nd Infantry Division prepare to load an AGM-114 Hellfire missile onto an AH-64D Apache Longbow attack helicopter at Kunsan Air Base, South Korea. (DOD photo.)

capabilities have increased to our current capability of 450 per month — with plans to surge to 550 kits per month.

"Yesterday, GEN George W. Casey Jr., Commanding General of Multi-National Forces – Iraq, said no Soldier was to leave a protected compound without an armored vehicle," Bolton remarked. "That's because we've got more than 8,200 fully up-armored Humvees, 13,000 sets of kits on vehicles and 32,400 armored vehicles of all types in the AOR."

Also in October 2003, the Army requested add-on armor kits, so an old design was brushed up and within 10 days the first kits arrived in Balad. "To remind folks on the resource side, we received that request in October and I didn't get official money for that until December. A lot of my program managers were very 'happy' that I took money from them to take care of this effort," Bolton deadpanned.

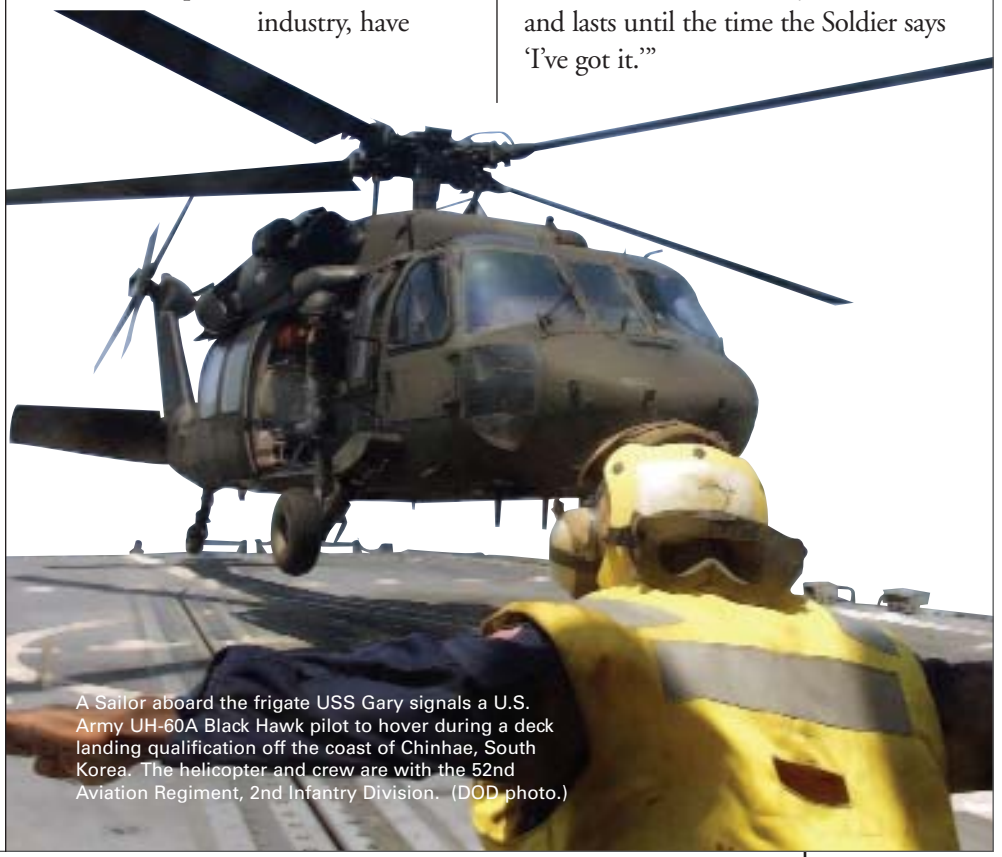
Bolton mentioned a few of the Rapid Equipping Force's (REF's) well-known successes, which he calls "tactical successes," since *OEF* began, including the well cam, language translators and the PackBot robot.

"All of you in the Army, along with our partners in defense and industry, have done a superb job in meeting technological needs," said Bolton. "From enabling us to put the commander and ambassador in Iraq in a position to do the things they've been doing to allowing the Iraqi people to hold their election and put a Constitution together. You've done fantastic work spiraling the current technologies and getting the job done."

Future Challenges

While the Army's first priority is to meet Soldiers' needs today, Bolton asked his listeners to think about the future. "Someday, the shooting will stop," he said. "There's a tendency in our country and others, that when the shooting stops, things get very tight in terms of resources — people and money."

"History tells me, sooner or later we'll have to fight the next battle in the war on terrorism," Bolton continued. "I don't know where, I don't know when, I don't know who that will be. In the interim, how do we reduce our customers' (Soldiers') wait time? The wait time starts when the Soldier says, 'I want it' and lasts until the time the Soldier says 'I've got it.'"



A Sailor aboard the frigate USS Gary signals a U.S. Army UH-60A Black Hawk pilot to hover during a deck landing qualification off the coast of Chinhae, South Korea. The helicopter and crew are with the 52nd Aviation Regiment, 2nd Infantry Division. (DOD photo.)

A U.S. Soldier and civilian up-armor a vehicle in Kuwait. More than 6,000 factory-produced up-armored Humvees are in the U.S. Central Command area of operations, said BG Jeffrey Sorenson, Deputy for Acquisition and Systems Management. Of the other Humvees there, roughly 80 percent—or about 10,500—have been armored. The Army has surged production to 550 up-armored kits per month. (DOD photo.)

Bolton challenged everyone to think about the people who take care of Soldiers' needs, write requirements and take care of resources, acquisition, development, testing, fielding, distributing and training. "How can the Army reduce the time from request to delivery?" he asked. As for industry, the question becomes one of shortening the time to surge production. How does industry collapse weeks, months and years of planning and production to days, maybe weeks, and enact those plans to be ready the next time the Army deploys?

Funding constraints when the shooting stops become another challenge facing the Army. Bolton urged Army leaders not to be reluctant to take their case to Congress when the Army needs relief from current laws such as the *1933 Buy American Act*, which protects U.S. companies from foreign competition.

Bolton urged those present to think about what vulnerability a smart enemy will try to exploit in the future and work to devote resources to shoring up those vulnerabilities. "Use what's between your ears — your God-given talents — and those 15 watts to make that happen," he said.

"As we say in the Army, people are central to everything we do," he continued. "Institutions don't transform, people do. Platforms and organizations do not defend a nation, people do. Units do not train, they do not stand ready, they do not grow and develop leaders, they do not sacrifice and they do not take risk on behalf of a nation, people do.

"I don't know where we'll be 5 or 10 years from now in terms of fighting the war on terrorism but history tells me that victory will depend very heavily on technology, on our adaptability and on how we use what's between our ears to outdo another set of human beings who are trying to use their 15 watts to defeat us," he concluded.

Q and A for Bolton

Q: Talk to us about the budget and, especially, supplementals.

Bolton: U.S. Army Vice Chief of Staff GEN Richard A. Cody mentioned earlier that the core Army budget for FY06 is $98.6 billion, and the Army's portion of the $84 billion supplemental

appropriations request sent to Congress Feb. 14 for operations in Afghanistan and Iraq is $57.7 billion. If you look across the supplemental pie in terms of modularity, what we need is about $5-plus billion per year, with or without the war going on. As the Vice indicated, we're doing the modularity and we're going to continue doing that. The 3rd Infantry Division just went back to Iraq as a modular force. We're going to continue to do that in the Army because it's the right thing to do. It does require resources. We think we have it laid out in the supplemental budget to do that. We have asked the Office of the Secretary of Defense [OSD], the president and members of Congress that when the hostilities stop, we'd like to have 2 more years of supplementals before we put modularity in the core budget. We need to change the Army.

Q: Please comment on the need for sustainment of the research and development funding for FY 07-10 level of dollars and percent of budget.

Bolton: At OSD we like to keep that around 3 percent. Then there's a food fight — is that 3 percent real growth or 3 percent compounded over the years? We've tried to flatline that. We've fallen off a little bit because we're fighting a war and other things. We're leveraging technology from the other services and industry. For the Army, we're doing it very well. We're also trying to leverage industry. To give you an idea, about a week ago at Arizona State University in Tempe, AZ, we cut the ribbon on our flexible display operation out there. It's a collaboration between that university, industry and the Army to build flat panel displays. We're literally taking plastic, instead of glass, and making displays. We've been at this for about a year, we've got the facility, the equipment and the staff. That 5-year program is now 2 years ahead of schedule after the first year. I expect a lot of things out of that, not only for the Army, but also for industry and that's where we start leveraging budgets.

SPC Ruben Labarga, 82nd Engineer Battalion, fires a Javelin Anti-Armor missile at insurgent vehicles during *Operation Al Fajr* (New Dawn) in Fallujah, Iraq, Nov. 11, 2004. Javelin is one of many successful technologies helping Soldiers in *OIF*. (U.S. Army photo by SPC Brandi Marshall, 55th Signal Co. (Combat Camera).)

Q: What are you most proud of on the acquisition side of your job, not including the Rapid Fielding Initiative?

Bolton: The people. I'm very, very pleased with the people I have working in the acquisition, logistics and technology (AL&T) field. They are world-class people. Without them, we couldn't do the things that we do. Whether it's the REF, rapid fielding, rapid equipping, Future Combat Systems, the Stryker, spirals — those folks are a godsend in more ways than one. When the Berlin Wall went down, I had 137,000 people in the acquisition workforce; I have 47,000 today. And the workload has gone up. I'm the smallest force of all the services just in terms of acquisition workforce on the military side. I've got 1,400 military types, my colleagues in the Navy have 4,000, my colleagues in the Air Force have 8,000 on the uniformed side. And I don't say that to browbeat anybody. I am very, very pleased with this force putting together what we're doing on Life Cycle Management Commands — no one else is doing that. My office symbol is AL&T — no one else in DOD has that symbol, so from a policy level, you can track that and really put it in perspective. Great people. And great people like Joe Yakovac [Military Deputy to the ASAALT] and Dean Popps [Principal Deputy, ASAALT] who work diligently to keep me out of trouble — I can't ask for more.

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